

# Neighbourhoods Directorate Business Plan 2017-18



# Neighbourhoods Directorate

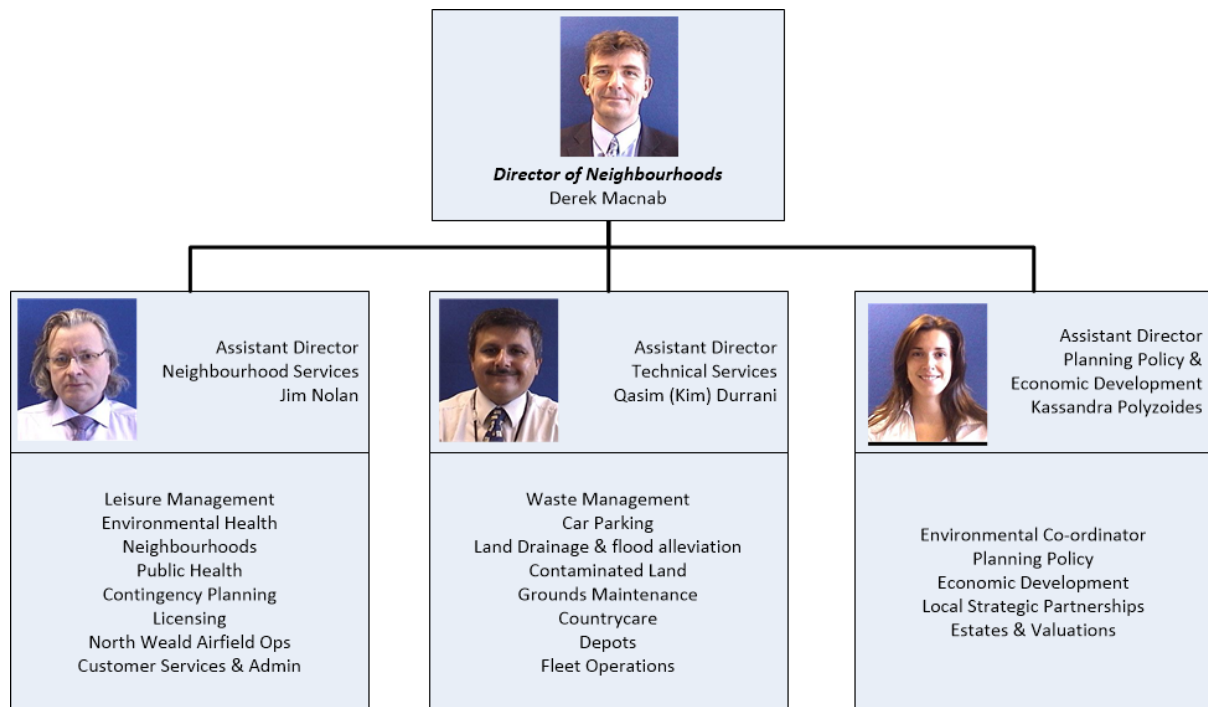
## Neighbourhoods Services, Technical Services, Planning Policy & Economic Development

The Neighbourhoods Directorate provides a number of key, front line services which directly impact on the quality of life of residents and visitors and help to maintain the special character of the District. These have been grouped into three service areas;

- Neighbourhood Services - Assistant Directors Jim Nolan (Lead Officer)
- Technical Services - Assistant Director Qasim (Kim) Durrani (Lead Officer)
- Planning Policy & Economic Development - Assistant Director Kassandra Polyzoides

Day to day issues are managed by the relevant professional officers. Where there are concerns or complaints about service delivery, which have not been satisfactorily resolved. The appropriate Assistant Director will assume full responsibility for ownership of the particular issue and for finding a resolution.

### Organisation



## Portfolio and Corporate Responsibilities

The Director of Neighbourhoods holds corporate responsibility for the Directorate. The following Portfolio Holders are responsible for different areas of Governance;

<i>Service Area</i>	<i>Portfolio</i>	<i>Portfolio Holder</i>
Leisure Management, North Weald Airfield Operations	Leisure and Community Services	Cllr. Helen Kane
Environmental Health, Neighbourhoods, Public Health, Contingency Planning, Waste Management, Land Drainage and Flood Alleviation, Contaminated Land, Grounds Maintenance, Fleet Operations, Environmental Co-ordination.	Environment	Cllr. Will Breare-Hall
Licensing, Car parking, Countrycare	Safer, Greener & Transport	Cllr. Gary Waller
Planning Policy Transport	Planning Policy	Cllr. John Philip
Economic Development	Assets & Economic Development	Cllr. Anne Grigg
Local Strategic Partnerships	Leaders Portfolio	Cllr. Chris Whitbread

## Customer Focus and Profile

The Directorate has a very wide customer profile since many of its services are core services used by the majority of the 126,080 residents of the District plus businesses and visitors throughout the year. Such services include Off-street Car Parking, Waste Management and Recycling, Grounds Maintenance, Environmental Health, Land Drainage, Private Sector Drainage, Neighbourhoods and Licensing.

There are also large numbers of the local and wider community which use the other services at their discretion, for example Leisure Facilities and North Weald Airfield. Support is also provided to client organisations such as Essex County Council, local Parish and Town Councils, Partnership and Government bodies.

Within the Directorate every effort is made to deliver services in the most cost efficient way.

## Risk Management

Management and operational risks are assessed at both service and Directorate level.

- If an identified risk affects only one service and can be managed by that service then it is deemed a service level risk and is recorded as such in the relevant service plan.
- A risk that affects multiple services within the Directorate and can only be addressed by the Directorate Management Team (Director and Assistant Directors) then it is deemed a directorate level risk.

Directorate level risks are reviewed regularly and discussed at Directorate Management Team meetings. Amber or red risks are closely monitored and action taken to address the risk. The Directorate is represented on the Corporate Risk Management Group by the Assistant Director (Neighbourhood Services).

Current Red risks include;

- The Local Plan
- Strategic sites
- Economic Development

## **Business Continuity**

Each service area produces a Business Continuity plan that follows a corporate template. The Directorate Business Continuity arrangements are then co-ordinated by the Contingency Planner in conjunction with the Directorate Management Team.

Business Continuity plans are created, stored and distributed electronically to provide a measure of resilience through routine ICT backup procedures. Hard copies are held off site.

## **Workforce Planning and Development**

The Neighbourhoods Workforce Development Plan is available to view.

NEIGHBOURHOODS DIRECTORATE BUSINESS PLAN 2017-18			
Director:	Derek Macnab		
Principal/Service Accountant	John Bell	Mark Hellings	Jyoti Kanji
Joint Management Board/Cabinet	9 <sup>th</sup> May 2017		
Responsible Officer	Jim Nolan	Kim Durrani	Kassandra Polyzoides
	NEIGHBOURHOOD SERVICES	TECHNICAL SERVICES	PLANNING POLICY & ECONOMIC DEVELOPMENT
PORTFOLIO HOLDERS	Cllr Helen Kane Leisure and Community Services Portfolio Holder		
	.....		
	Cllr Will Breare-Hall Environment Portfolio Holder		
	.....		
	Cllr Gary Waller Safer, Greener & Transport Portfolio Holder		
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Cllr Anne Grigg Assets & Economic Development Portfolio Holder			
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Cllr Chris Whitbread Leaders Portfolio Holder			
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NEIGHBOURHOODS DIRECTORATE SERVICE PLAN 2017/18

No.	Action	Deadline	Target/Success Measure	Lead Officer/Title	Cross Reference	Project / BAU
Neighbourhood Services 2017/18 Service Plan – Key items (Responsible Officer Jim Nolan)						
1	Implement new leisure contract including; <ul style="list-style-type: none"> <li>• Refurbishments at Epping, Ongar &amp; Loughton LC's</li> <li>• New build Leisure Centre at Waltham Abbey</li> </ul>	June 2018	Refurbs completed on time Successful consideration of Planning Application	Peter Charman	P135	Project
		Nov 2018	Start on site New build completed on time	Peter Charman	P135	Project
2	Aviation intensification at North Weald Airfield	Report to Asset Management Committee September 2017	<ul style="list-style-type: none"> <li>• Evaluation of results of Employment Needs Study on airfield</li> <li>• Development of revised commercial letting strategy</li> <li>• Number of new aviation tenants and resultant increase in income</li> </ul>	Jim Nolan/Karim Pabani		
3	Air quality review	Oct 2017	To explore whether there is a need to raise the Council's current process in relation to Air Quality Monitoring in response to legislative change and heightened public awareness	Jim Nolan		

**NEIGHBOURHOODS DIRECTORATE SERVICE PLAN 2017/18**

No.	Action	Deadline	Target/Success Measure	Lead Officer/Title	Cross Reference	Project / BAU
<b>Technical Services 2017/18 Service Plan – Key items (Responsible Officer Kim Durrani)</b>						
1	Waste & Recycling Service Review	To be considered by Cabinet in December 2017 latest to enable financial implications to be incorporated in 2018/19 Budget.	To identify revised collection arrangements which will enable the Council to; <ul style="list-style-type: none"> <li>• Improve its re-cycling performance</li> <li>• Maintain current levels of customer satisfaction and quality of service</li> <li>• Achieve efficiency savings to offset increased costs of composition of recycle and volume of dry recycling sacks.</li> </ul>	Kim Durrani		
2	Nursery & Landscape Service Review	Completed by October 2017	<ul style="list-style-type: none"> <li>• Identification of alternative location to hold stock.</li> <li>• Development of revised working methods and staffing review</li> <li>• Procurement of supplier of bedding plants to replace in-house growing.</li> </ul>	Kim Durrani		
3	Co-location of other service users at new Oakwood Hill Depot	September 2017 Cabinet latest for approval	<ul style="list-style-type: none"> <li>• Identification of best option to accommodate Housing Repairs Service</li> <li>• Development of cost plan</li> <li>• Submission of Planning Application</li> </ul>	Kim Durrani	150	Project
4	Monitoring the new Off Street Parking Contract	Ongoing from 1 <sup>st</sup> April 2017	<ul style="list-style-type: none"> <li>• Quality of enforcement</li> <li>• Success of determining appeals on PCN's</li> <li>• Effective cash collection and reconciliation</li> <li>• Increased income from charges</li> </ul>	Kim Durrani		BAU
5.	Feasibility of generating extra income from Fleet Maintenance Service	November 2017	<ul style="list-style-type: none"> <li>• New opportunities identified</li> <li>• Business Case Agreed</li> <li>• Expanded Service Commissioned</li> </ul>	Kim Durrani		BAU

NEIGHBOURHOODS DIRECTORATE SERVICE PLAN 2017/18						
No.	Action	Deadline	Target/Success Measure	Lead Officer/Title	Cross Reference	Project / BAU
Planning Policy & Economic Development 2017/18 Service Plan – Key items (Responsible Officer Kassandra Polyzoides)						
1	Development of the Local Plan	As per the published Local Development Scheme	<ul style="list-style-type: none"> <li>To complete key pieces of evidence base, to include;</li> <li>Further site assessment</li> <li>Transport modelling</li> <li>Employment study</li> <li>Infrastructure delivery plan</li> <li>Open space studies</li> <li>To prepare and publish for consultation the Regulation 19 Pre-submission</li> </ul>	Kassandra Polyzoides (Alison Blom-Cooper)	P115	Project
2	To take forward the Harlow and Gilston Garden Town Project to deliver strategic growth around Harlow.	As detailed in the bid document	<ul style="list-style-type: none"> <li>Commissioning of visioning work</li> <li>Establishment of delivery team and Governance arrangements</li> <li>Appointment of Project Director</li> <li>Commencement of masterplanning</li> </ul>	Kassandra Polyzoides (Alison Blom-Cooper)		
3	To implement a new structure for the future management of the Council's Estates & Valuation services	Further to staff consultation to appoint to new roles by the 1 <sup>st</sup> July 2017	<ul style="list-style-type: none"> <li>Appointment of staff in new Asset Management roles</li> <li>Increase income from commercial portfolio</li> <li>Elimination of any void properties</li> </ul>	Karim Pabani – Interim Chief Estates Officer	P107	Project
4	To complete the construction, letting and opening of the Epping Forest Shopping Park.	Opening by end September 2017	<ul style="list-style-type: none"> <li>Main construction contract to reach practical completion on programme and budget</li> <li>Successful letting to anchor tenants in line with original Development Appraisal</li> <li>Completion of S278 Highways Works</li> </ul>	Derek Macnab	P113	Project
5	To bring forward the development of the St John's Road site in accordance with the agreed design and development brief.	Consideration of Planning Application in Autumn 2017, leading to completion of the sale to the Council's Development Partner.	<ul style="list-style-type: none"> <li>Signing of Tri-partite agreement which delivers Community Benefits</li> <li>Submission of planning application</li> </ul>	Derek Macnab	P114	Project